

Carl Sargeant AC / AM
Y Gweinidog Llywodraeth Leol a Chymunedau
Minister for Local Government and Communities

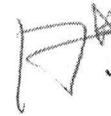


Llywodraeth Cymru
Welsh Government

Ein cyf/Our ref SF/CS/6236/11



Jocelyn Davies AM
Chair of the Finance Committee
National Assembly for Wales
Cardiff Bay
Cardiff
CF99 1NA



January 2012

I wrote to you on 7 November following my attendance at your Committee on 20 October, providing the additional information which the Committee had requested.

I said in that letter that I would provide the Work Plans of the Public Service Leadership Group (PSLG) National Work Programmes following discussion and endorsement by the PSLG at their meeting on 21 November.

I now enclose a hard copy of the Work Plans in English and Welsh. These will be published on the Welsh Government website and will be accessible via the following link: <http://www.wales.gov.uk/topics/improvingservices/?lang=en&ts=4>

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Wedi'i argraffu ar bapur wedi'i ailgylchu (100%)

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Organisational Development and Simpson Implementation – Work Programme Plan

The role of the Organisational Design and Simpson Implementation Board (ODSI) is to act as the programme board to take forward the commitments agreed in the Compact between Welsh Government and Local Government and develop approaches to support change and broader organisational development across the Welsh public service.

The Board will provide leadership, support and challenge to those projects which are developed directly under its aegis but will also provide the Public Service Leadership Group with a broader oversight of the progress made in the full range of Compact commitments. It will seek to develop strategic coherence across the commitments identifying interdependencies, risks and opportunities for acceleration of change wherever possible

As local authority service delivery in Wales evolves and reflects a range of service patterns at local, regional and national levels the ODSI group will provide a leadership platform to consider the implications of this on the ways of working and functionality of the 22 Councils in Wales.

Objectives

Simpson Implementation

The Programme Board will:

- provide strategic oversight of the implementation of the full Simpson agenda, and drive forward an agreed set of priority actions to demonstrate tangible progress in key areas;
- ensure coherence to broad local government reform agenda arising from the Simpson Report and the specific reforms in education and social services;
- provide a assessment of the future shape of local, regional and national public service delivery; and
- encourage closer working across the public services at a local regional and national level to improve service delivery and/or reduce costs.

Organisational Development

The group will commission task and finish groups to:

- build coherence and identify opportunities for shared corporate functions across local government and the wider public service, working with the Asset Management and Procurement National Work Programme.
- support the development of Lean and systems thinking as opportunities to improve efficiency and effectiveness; and
- develop opportunities for new ways of working and identify any potential technological, asset and human resource implications.

Projects and key deliverables

At an early stage the project board will prioritise the commitments contained within the Simpson Compact and identify those areas where it will add most value.

There are a wide range of projects, and even programmes of work, identified within the Compact and some of these have their own well established governance structure. It is not proposed to duplicate this; the Board will seek to engage with these other than to gain assurance from their programme leads that delivery is in line with expectations set out in the Compact and report this to the PSLG and then on to the Partnership Council. These include projects relating to: Waste Collection and Treatment; Transport; Planning; Translation; Housing (Supporting People Programme). Procurement related commitments will be taken forward by the Asset Management and Procurement national work programme.

The projects identified below are those where the Programme Board will have more direct oversight.

Simpson Implementation

Project	Commitment	Deliverable	Role	Timeframe
ICT	Local Government with the support of Welsh Government to continue to implement the Public Services ICT Strategy, beginning with collaborative procurement frameworks for ICT hardware and shared ICT Infrastructure.	Fully implemented ICT strategy. Collaborative procurement infrastructure for ICT hardware and shared ICT infrastructure.		March 2012
Corporate Services	To support the review of the organisation of the local authority pension funds in Wales.	Business Case and Recommendations to the optimal organisation of local authority pension funds.		October 2012
	Local Government to review the options for the administration and collection of local taxation (Council Tax and NNDR) in Wales at either a regional or national level.	Options Appraisal, Business Case and Recommendations as to the configuration of the administration and collection of local taxation.		June 2012
	Local Government to review the	Options Appraisal,		March 2013

	scope for collaboration in the future delivery of a range of corporate services (to be agreed) such as payroll, legal services and human resources.	Business Case, and Recommendations which identify the delivery of pre agreed corporate services.		
Regulatory Services	Welsh Government to confirm the policy intent for the future shape of Trading Standards services.	Ministerial Statement on the future shape of Trading Standards.		March 2012
	Local Government and the Welsh Government to review the scope for collaborative service delivery in Trading Standards following confirmation.	Options Appraisal, Business Case and Recommendations for the delivery of Trading Standards.		September 2012
	Local Government with the support of the Welsh Government to review the scope for collaboration in environmental health services.	Options Appraisal, Business Case and Recommendations on the scope of collaboration in environmental health services.		December 2012
Library Services	Welsh Government and Local Government to review existing collaborative arrangements in the library services.	Options Appraisal, Business Case and Recommendations on improving and building		September 2012

		on the collaborative arrangements for library services in Wales.		
	Agree an implementation plan for further collaborative arrangements based upon the findings of the review.	An implementation plan based upon the Recommendations of the review.		November 2012
	Welsh Government and Local Government to review the scope for collaboration in the future delivery of archive services.	Options Appraisal, Business Case and Recommendations on improving and building on the collaborative arrangements for archive services.		September 2012
Emergency Planning	Welsh Government and Local Government to regionalise the delivery of emergency planning services within 2 years	Business Case, Recommendations and Implementation Plan		Completed by 2013
	Welsh Government and Local Government to regionalise the delivery of emergency planning on a multi agency basis within 4 years.	Business Case, Recommendations and Implementation Plan		Completed by 2015
Housing	Welsh Government and Local	Business Case and		March 2012

	Government to review and prioritise the key areas for regional working in housing services; and	Recommendations for prioritisation of key areas for regional working.	
	Produce an action plan for implementation subject to evaluation.	Implementation Plan based on recommendations.	March 2012
Leisure	Local Government with the support of Welsh Government to review the scope for collaboration in the future delivery of culture and leisure services.	Business Case and Recommendations for the collaboration in the future delivery of culture and leisure services.	March 2012
		Implementation Plan based on above.	
Specialist Services	Welsh Government and Local Government to review the scope of collaboration in the future delivery of support for listed and historic buildings.	Business Case and Recommendations for the collaboration in the future delivery of support for	September 2012

Annex A**Proposed membership of the Organisational Design and Simpson Implementation Programme Board**

Name	Role
Jo Farrar, Chief Executive, Bridgend County Borough Council	Chair
Steve Phillips, Chief Executive, Neath Port Talbot County Borough Council	Board Member
Gareth Chapman, Chief Executive, Merthyr Tydfil County Council	Board Member
Jon House, Chief Executive, Cardiff Council	Board Member
Mark James, Chief Executive, Carmarthenshire County Council	Board Member
Paul Matthews, Chief Executive, Monmouthshire County Council	Board Member
Colin Everett, Chief Executive, Flintshire County Council	Board Member
Peter Vaughan, Chief Constable, South Wales Police	Board Member
Mary Burrows, Chief Executive, Betsi Cadwaladr Local Health Board	Board Member
Paul Roberts, Chief Executive, Abertawe Bro Morgannwg Local Health Board	Board Member
Steve Thomas, Chief Executive, Welsh Local Government Association	Board Member

The following are observers/optional attendees

Name	Role	Responsibility

Governance

The Chair of the Organisational Development and Simpson Implementation work programme is Jo Farrar, Chief Executive, Bridgend County Borough Council.

This work plan has been agreed by the Public Service Leadership Group, chaired by the Minister for Local Government and Communities, Carl Sargeant AM.

Reports on progress will be provided regularly to the PSLG, and the Chairs of the three national work programmes and regional collaboration will be accountable to the Minister for Local Government for progress against these agreed work plans. A measurement framework to help demonstrate and report the progress being made will be developed.

The ODSI work programme places significant emphasis upon a broad local government approach. There is the potential and need for better alignment, communication and engagement with the broader group of stakeholders on key strategic issues. Members of the ODSI Board, through their regional leadership roles, will provide enhanced stakeholder engagement and management through their local relationships with other public service partners.

The collective political leadership for the reform agenda will be brought together under a reformed Partnership Council for Wales.

The Chairs of the regional boards and other national programmes will act as an informal joint steering group / sounding board for the workstream, ensuring clarity between regional and national direction. The workstream membership is shown at Annex A.

Resources

The work programme will be supported through bringing together resource from across the public service community in Wales. Recognising the collective agenda being pursued public service partners are not generally expected to seek to recharge for the involvement of staff in this work, or for other support (e.g. hosting meetings), although formal secondments of experts to this work programme can be funded where appropriate.

This resource from across the public service can be supplemented where necessary by specialist work commissioned externally, subject to the normal Welsh Government controls on consultancy. Other costs (for example, meeting costs if it is impossible to secure a meeting room within the public service community) may also be supported.

Asset Management and Procurement – Work Programme Plan

Objectives

This work programme brings together, builds on, and utilises earlier work to realise efficiency and effectiveness opportunities from proactive, strategic estate management and to drive savings and wider value from the £4.3 billion spent annually through procurement by public services.

Specific objectives related to the two strands are set out below.

Asset Management:

1. Promote and develop projects to make effective use of enabling tools such as the property database (ePIMS) and other systems:-

The establishment of an all Wales Public Sector Property Database: e-PIMS provides a platform to ensure that resources/assets are developed and utilised to their full potential. Currently there are in excess of 12,000 property holdings recorded in Wales.

At present very close to securing 100% participation across the Welsh Public sector – Unitary Authorities in Wales have signed (or are working towards signing) formal agreements to put their land and property assets data on e-PIMS.

We have recently launched a more easily accessible vacant space/property register. Property Division will also be issuing a monthly vacant space bulletin to all bodies formally registered to e-PIMS.

The next steps include engagement with the Voluntary (3rd) sector to share property knowledge, with pilots already being established and the Further Education Sector.

An opportunity has arisen to examine how best to create a data pool of meeting room space availability.

Consider demand for a national IT system for asset management maintenance.

2. Support estates pilot projects aimed at accelerating activities at three levels: corporate asset rationalisation; local area collaboration; and opportunities from the use of surplus assets (see table below)

3. Exploit and enhance the NAWG guide to disposal and transfers within the public sector (February 2011) also known as the transfer protocol. Its primary aim is to assist with the simplification of an asset transfer within the public sector. Next steps include:

Identify budgeting /accounting issues and barriers that could arise from such transfers – this work is ongoing.

Detail the disposal powers and constraints of the various bodies.

4. Create a standard set of “heads of terms” which may be used for asset exchange between public organisations.

Procurement:

- Develop proposals for a National Procurement Service for common and repetitive spend;
- increase adoption and utilisation of xchangewales e-procurement tools;
- simplify and standardise procurement practice; and
- encourage greater use of collaborative procurement agreements;

Projects and key deliverables

Asset Management

Project	Deliverable	Timeframe
Embed e-PIMS	Embed e-Pims <i>lite</i> as a database coordination tool and vacant space register. Measured through take-up and activity.	March 2012
	Engage with the voluntary sector to pilot their active involvement in the database.	Dec 2011

	Scope and present options for meeting room database	March 2012
Driving forward the 9 Pilot Projects	Blaenau Gwent asset review. Implementation of new BGBC strategic assets plan, development of single area integrated assets plan, and the development of a more effective regeneration plan utilizing surplus assets. I2S bid expected £80k Oct 2011.	March 2013 ongoing
	Cardiff LSB asset review and ePIMs implementation Development of single area integrated assets plan, involving prudent lotting of surplus assets across whole public estate .Canton area pilot plan for 87 assets. I2S bid approved £35k	Dec 2011
	Carmarthenshire County Council local asset review. Implementation of ePIMs and single area assets plan identifying circa £40m surplus assets value.	Ongoing to 2018
	EA/CCW/FC Pan Wales co location Development of single organisation corporate assets plan (and piecemeal implementation) in advance of new roles. I2S bid potential in Dec 2011	March 2013
	Torfaen County Council relocation Implementation of TCC approved move to Pontypool, £15m repair liability savings.	In progress.
	Carmarthenshire County Council Llandovery joint service centre Development of local area single	

	asset plan, releasing surplus uses to new activity. Potential I2S bid (may not materialise).	
	<p>South Wales Police New Operational Hub Centralised /shared contact centre covering more than one force, approved and being implemented in Bridgend*. Shared fleet depot project at development stage with Bridgend CBC. I2S bid expected Nov 2011. Potential for reduced new build funding requirements estimated at £12m from release of surplus land.</p>	*In progress
	<p>Bridgend County Borough Council Waterton Framework Master Planning Development of integrated single site regeneration plan (public and private assets) I2S bid received £30k for 5 case business modelling. Shared fleet depot project with SWP</p>	Mar 2013
	<p>Flintshire single community service Development of local area single asset plan, releasing surplus assets to new activity. Multi level complex objectives.</p>	TBA
Land transfer protocol	Encourage use of Transfer Protocol and move forward with finance hurdles linked to wider additional guidance.	March 2012
Standard HOT's	Create standard documents or terms for transfers, partnering and asset sharing opportunities between public bodies.	On going

Procurement

Project description	Deliverables	Timeframe
Collaborative Procurement Vehicle & Capability		
National Procurement Service providing a stronger vehicle for common and repetitive spend to be bought 'once for Wales'.	Draft Outline Business Case available to Project Board	June 2012
	Decision on adoption made by each sector	End July 2012
	(subject to decision) Implementation plan agreed	End Sept 2012
Procurement Practice		
xchangewales adoption – taking time and cost out of the P2P process by providing common systems and e-tools across Wales.	Decision on adoption of e-trading made by each organisation in Wales.	June 2012
SQUID simplifying procurement by use of a common pre-qualification question set and risk based approach	Final common question set and guidance published	November 2011
	80% adoption milestone	March 2012
Standard Terms & Conditions simplifying procurement by use of one set of terms across the Welsh public sector.	Scoping assessment complete	Feb 2012
	Decision to develop single set	March 2012
	Local Government to develop and implement a set of standard Contract Procedure Rules.	June 2012
	Documents available	December 2012
Community Benefits – wider benefits from expenditure by clauses included in all LAs' major procurements (in excess of £2m) –	Launch outcome measurement Tool	Sept 2012
	60% adoption milestone	April 2012
Application		
Collaborative Procurement Programme – Keeping and growing savings derived from collaborative agreements	Full adoption of new IT hardware agreement Further milestones and projects to be identified through the year – including reference to social care collaboration	March 2012
Homegrown Talent –	Completion of 6-12 month	First report

delivering collaborative projects through trainee placements	placements supporting the delivery of new innovative procurement projects	Jan 2012
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Governance

The Chair of the Asset Management and Procurement work programme is Tracey Lee, Managing Director, Newport City Council.

This work plan has been agreed by the Public Service Leadership Group, chaired by the Minister for Local Government and Communities, Carl Sargeant AM. Value Wales support has been agreed by the Minister for Finance and Leader of the House. Reports on progress will be provided regularly to the PSLG, and the Chairs of the three national work programmes and regional collaboration will be accountable to the Minister for Local Government for progress against these agreed work plans. A measurement framework to help demonstrate and report the progress being made will be developed.

The collective political leadership for the reform agenda will be brought together under a reformed Partnership Council for Wales.

Two senior Welsh Government officials will support the Chair in respect of the two strands of the work programme:

- Sioned Evans (Deputy Director, Property Division); and
- Alison Standfast (Deputy Director, Value Wales).

Value Wales is a division of Welsh Government within the portfolio of the Minister for Finance and Leader of the House.

The Chairs of the regional boards and other national programmes will act as an informal joint steering group / sounding board for the workstream, ensuring clarity between regional and national direction. The workstream itself will have two Boards and membership is shown at Annex A.

Resources

The work programme will be supported in particular through bringing together resource from across the public service community in Wales. Recognising the collective agenda being pursued public service partners are not generally

expected to seek to recharge for the involvement of staff in this work, or for other support (e.g. hosting meetings), although formal secondments of experts to this work programme can be funded where appropriate.

This resource from across the public service can be supplemented where necessary by specialist work commissioned externally, subject to the normal Welsh Government controls on consultancy. Other costs (for example, meeting costs if it is impossible to secure a meeting room within the public service community) may also be supported.

A work programme co-ordinator will assist the two Leads in supporting the Chair of the work programme.

There are a number of significant other sources of funding – for example, Invest to Save – that could support the delivery of specific projects.

Links/Dependencies

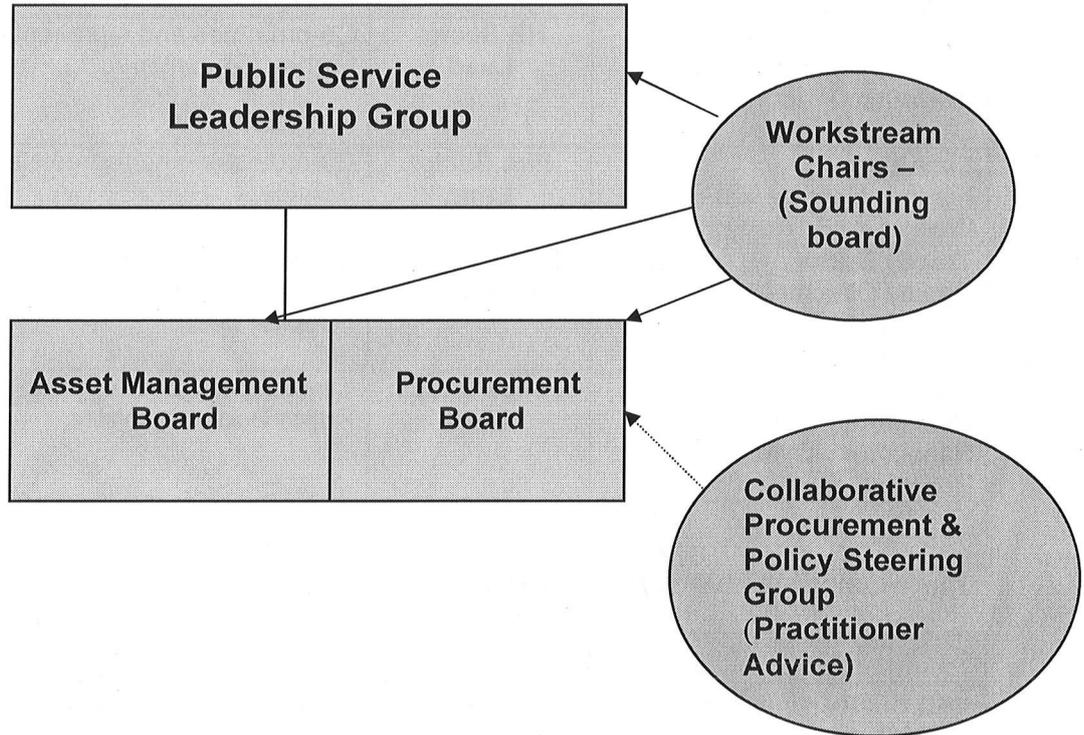
This work-stream supports the implementation of the Local Government Compact covering the Simpson Review, Sustainable Social Services and Educational reform and will work closely with the PSLG Regional Boards. It also supports delivery of 'Economic Renewal – a new direction' driven through the Council for Economic Renewal.

& partnership		
Mark Jones Principal of Bridgend College and senior vice chair at ColegauCymru	FE Sector Lead	Co-ordinates and represents views of Further Education
Denis Jones Pro Vice-Chancellor (Resource Planning) and Director of Finance.	HE Sector Lead	Co-ordinates and represents views of Higher Education
Liz Aitken Finance Director Mid & West Wales Fire & Rescue Service	Fire Sector Lead	Co-ordinates and represents views of Fire Service
Tracey Burke Deputy Director of Operations, Department for the Economy and Transport	BETS Policy Lead	Co-ordinates and represents view of BETS stakeholders and links to Procurement Supplier Board
Andrew Bevan Director of Finance & Resources - Dyfed-Powys Police	Police Sector Lead	Co-ordinated and represents views of all 4 Police Bodies in Wales

The following are observers/optional attendees

Name	Role	Responsibility
Reg Kilpatrick / Piers Bisson Director / Deputy Director, Public Service Improvement	Link to PSLG Board	Alignment to PSLG Board
Jeremy Morgan Wales Audit Office	Advisory	Advisory capacity / assurance
Nick Sullivan Head of Policy and Capability Value Wales	Specialist Category Knowledge	Linkage to Category Management, SQuID and xchangewales
Allan Garley Regional Secretary - TUC	Advisory	Co-ordinated and represents view of Trade Unions

Fig 1 illustrates the reporting structure to the PSLG



Effective Services for Vulnerable Groups – Work Programme Plan

Objectives

This work programme will identify, promote and support the development of collaborative approaches to delivery that will provide more effective and efficient services which can improve the life chances of vulnerable people and groups.

Specific objectives are set out below:

- Focus on deep rooted delivery challenges that have a high cost in both human and financial terms;
- Identify innovative solutions and effective practical actions where there is a proven positive impact on outcomes and budgets;
- Direct and support the implementation of new and proven approaches where appropriate;
- Engage with public service partners to disseminate these effective, high impact, practices and encourage their adoption across Wales; and
- Constructively challenge slow or weak adoption where necessary to achieve high and fast impact

Operating approach

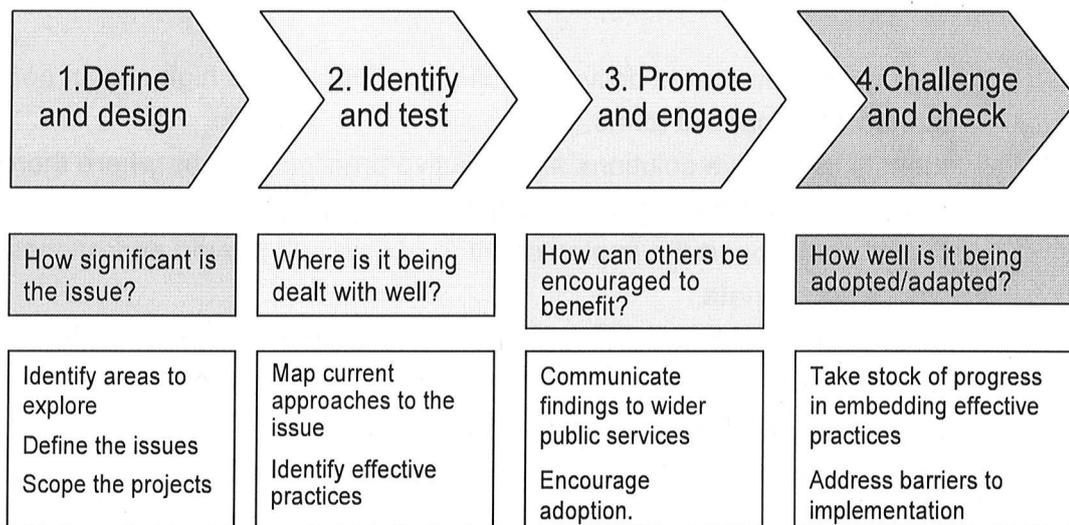
The programme will focus on a limited number of issues at a time, prioritising those that have been identified by the wider public service in Wales as having most impact and of benefit locally. Projects will seek to establish the financial benefits of new approaches as well as service improvements.

Each project will look at how organisations across Wales and beyond are approaching the issue and identify effective practices which could be adopted elsewhere in Wales. The work will be sponsored by Chief Executives of service delivery organisations, with the endorsement and support of relevant government departments. Champions will be identified for each project from the community of public service leaders to ensure that this key group is fully engaged.

Once effective practices have been identified the programme will communicate the findings to wider public services with the aim of raising awareness and increasing the scale and pace of adoption of relevant elements.

There will be an ongoing role for the programme, and the Public Service Leadership Group, in ensuring that effective practices are adopted, addressing barriers to their implementation, and providing challenge where needed.

A diagram showing the operating approach is below:



Projects and key deliverables

The programme builds on the work undertaken under Efficiency and Innovation with a small number of new areas to explore sitting alongside existing activity in a 'pipeline' of projects moving through the different phases in the operating approach.

A diagram summarising the projects within the programme and showing their position in this pipeline is attached at Annex A.

Views were sought from across the public service in Wales on the delivery challenges the programme should focus on going forward.

The following areas have been identified as priority areas to explore:

Project	Deliverables	Timeframe	Status
<p>Encouraging improved practices in the way public services respond to and prevent repeat incidents of domestic abuse (10,000 safer lives project)</p> <p>Public service leadership champion: Keith Griffiths</p> <p>Project sponsor: Jan Pickles</p>	<p>Deliver six regional workshops across Wales</p> <p>Identify set of key actions / minimum standards for domestic abuse service delivery in Wales</p> <p>Support implementation/roll out of key actions following publication of final 10,000 Safer Lives Report</p>	<p>Jan 2012</p> <p>Feb 2012</p> <p>March 2012</p>	<p>Already being supported, project underway</p>
<p>Doing more to protect vulnerable children and young adults who repeatedly go missing</p> <p>Public service leadership champion: tbc</p> <p>Project sponsor: Jeff Farrar</p>	<p>Consider Business Case for collaborative preventative model</p> <p>Support implementation of new and improved approaches in Gwent</p> <p>Evaluate effectiveness of new approach and identify transferable effective practices</p> <p>Encourage wider adoption across Wales</p>	<p>Feb 2012</p> <p>Subsequent timescales dependent on outcome of business case</p>	<p>Already being supported, project underway</p>
<p>Addressing service delivery challenges</p>	<p>Define issue, scope and initiate project</p>	<p>Feb 2012</p>	<p>New issue raised through</p>

<p>around Substance Misuse (including alcohol) and its relationship with mental health problems</p> <p>Public service leadership champion: tbc</p> <p>Project sponsor: Tbc</p>			<p>recent consultation</p>
<p>Promoting 'citizen directed support' models of service delivery which enable people to be in control of the support they need to live the life they choose</p> <p>Public service leadership champion: Graham Benfield</p> <p>Project sponsor: Constance Adams</p>	<p>Define issue, with an initial focus on adults with learning disabilities. Scope and initiate project</p>	<p>Feb 2012</p>	<p>New issue raised through recent consultation</p>

As the programme develops and projects move through the pipeline there will be potential to take on new areas, for example around the key role that housing often plays in services to vulnerable groups.

The programme will also seek to maintain momentum, and follow up on, the work already underway:

Project	Deliverables	Timeframe
<p>Integrated approaches to promoting independent living and wellbeing for the frail and elderly</p> <p>Public service leadership champion: tbc</p> <p>Project sponsor: Abigail Harris</p>	<p>Continue to promote the range of different examples of integrated services, developing a plan to encourage widespread adoption of the common effective practices identified</p> <p>Strengthen the ability of the public service to assess the impact of integrated working practices through a Knowledge Transfer Partnership or alternative approach</p> <p>Undertake a follow-on piece of work establishing where re-ablement services are currently being delivered in Wales and identifying approaches which are proving successful</p> <p>Explore approaches to supporting frail and elderly people in their own homes, addressing the issue of social isolation</p>	
<p>Different 'team around the family' approaches in Wales</p> <p>Public service leadership champion: Keith Griffiths</p> <p>Project sponsor: Keith Griffiths</p>	<p>Pilot the family savings cost calculator tool, as a way of demonstrating the financial costs and benefits of integrated interventions</p> <p>Support the embedding of team round family approaches through the Families First and Integrated Family Support Services programmes, helping to maintain momentum amongst service delivery organisations</p>	<p>May 2012</p> <p>Ongoing</p>
<p>Swansea and Wrexham's multi-</p>	<p>Ensure that the broader implications of the study for policy and practice are</p>	<p>Spring 2012</p>

<p>agency approaches to increasing the proportion of young people in education, employment or training</p> <p>Public service leadership champion: Helen Paterson</p> <p>Project sponsor: Helen Paterson</p>	<p>considered within the context of the refocusing of resources on the most effective interventions</p> <p>Target promotion of the effective practices identified, and further understanding of them, on areas with a high proportion and/or have declared NEETs as a priority for their Local Service Board</p>	<p>Ongoing</p>
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Governance

The Chair of the Effective Services for Vulnerable Groups work programme is Andrew Goodall, Chief Executive, Aneurin Bevan Health Board.

This work plan has been agreed by the Public Service Leadership Group, chaired by the Minister for Local Government and Communities, Carl Sargeant AM. Reports on progress will be provided regularly to the Public Service Leadership Group, and the Chairs of the three national work programmes and regional collaboration will be accountable to the Minister for Local Government for progress against these agreed work plans. A measurement framework to help demonstrate and report the progress being made will be developed.

The collective political leadership for the reform agenda will be brought together under a reformed Partnership Council for Wales.

The Chair will be supported by a small Delivery Board comprising of the Chief Executives and Directors that are leading projects, to ensure the projects stay on track and deliver the anticipated benefits.

Senior representatives from the Welsh Government will also sit on the Board to make the connection with national policies and programmes and support the implementation of the effective practices identified.

Current membership, which is drawn from across the public service in Wales including the Third Sector, is attached at Annex B.

The programme will be informed by an informal reference community which will assist in the development of the work programme, provide constructive challenge to the projects, and help disseminate the findings.

Local Service Boards will play a vital role in ensuring that the good practices identified through the programme are effectively disseminated and encouraging adoption of successes identified as appropriate. Innovations at a local level will also be highlighted and shared at a national level through the programme as a means of showcasing success.

Resources

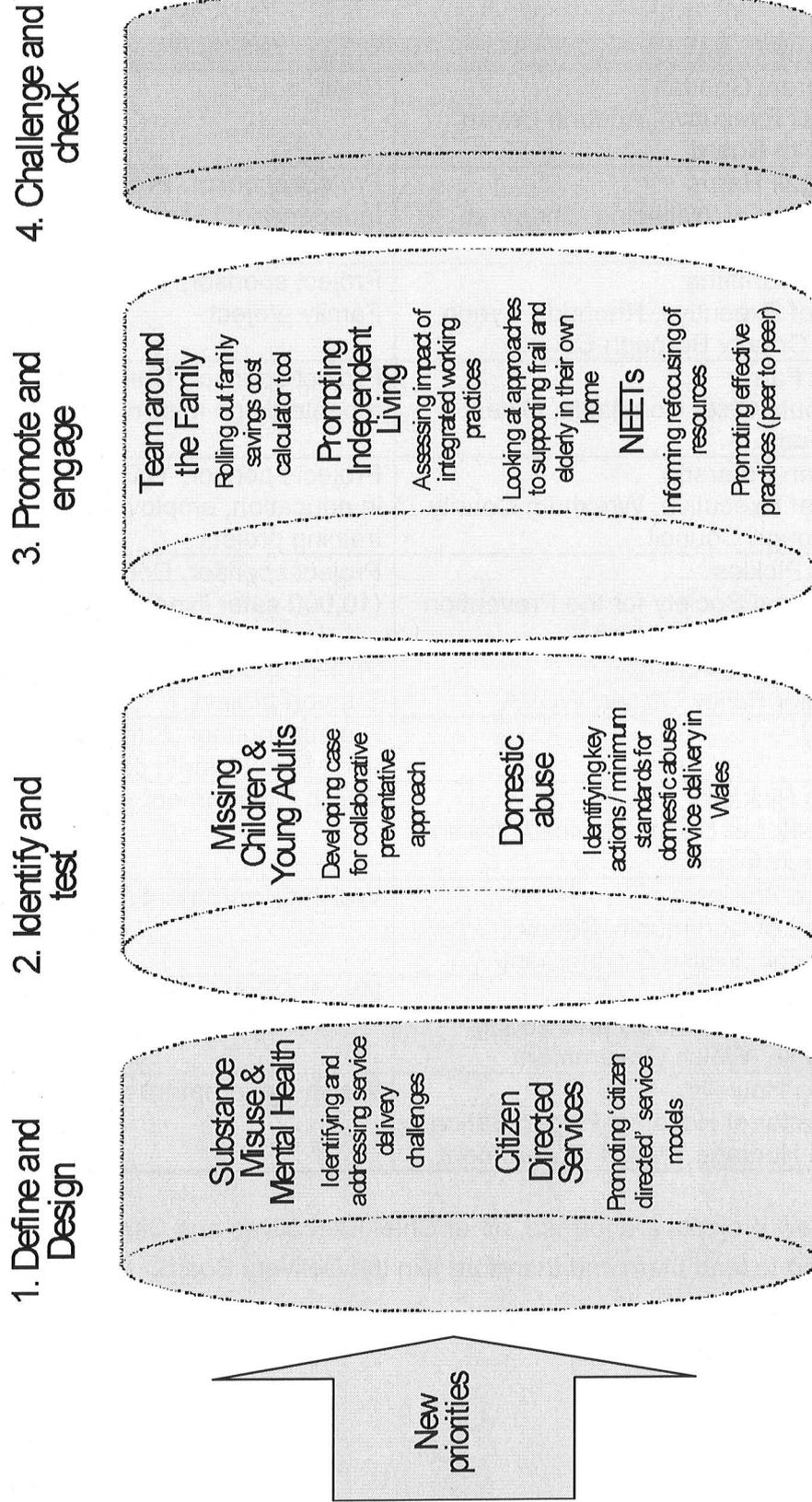
The work programme will be supported through bringing together resource from across the public service community in Wales. Recognising the collective agenda being pursued public service partners are not generally expected to seek to recharge for the involvement of staff in this work, or for other support (e.g. hosting meetings), although formal secondments of experts to this work programme can be funded where appropriate.

This resource from across the public service can be supplemented where necessary by specialist work commissioned externally, subject to the normal Welsh Government controls on consultancy. Other costs (for example, meeting costs if it is impossible to secure a meeting room within the public service community) may also be supported.

A work programme lead will support the Chair of the work programme, with a core enabling team supplemented by project based staff as needs arise.

There are a number of significant other sources of funding – for example, the European Social Fund (ESF), the Invest to Save Fund and the BIG Lottery Fund – that could support the delivery of specific projects.

Annex A Project Pipeline



Annex B Membership of groups

Delivery Board

Name	Role
Andrew Goodall Chief Executive, Aneurin Bevan Health Board	Chair
Abigail Harris Director of Wellbeing, Bridgend County Council	Project sponsor, Promoting Independent Living project
Keith Griffiths Chief Executive, Rhondda Cynon Taf County Borough Council	Project sponsor, Team around the Family project
Jeff Farrar Deputy Chief Constable, Gwent Police	Project sponsor, Children who repeatedly go missing project
Helen Paterson Chief Executive, Wrexham County Borough Council	Project sponsor, Young people not in education, employment or training project
Jan Pickles National Society for the Prevention of Cruelty to Children	Project sponsor, Domestic abuse (10,000 safer lives) project
Constance Adams Senior Policy Officer, WCVA	Project sponsor, Citizen Directed Support project
[tbc]	Project sponsor, Substance Misuse and Mental Health project
Rob Pickford Director of Social Services, Welsh Government	Welsh Government representative
Karin Phillips Head of Community Safety Division, Welsh Government	Welsh Government representative
Chris Tweedale Director of Schools and Young People, Welsh Government	Welsh Government representative
John Howells Director of Housing, Regeneration and Heritage, Welsh Government	Welsh Government representative

As new projects are formed, other Chief Executives and Directors will be invited to lead them and therefore join the Delivery Board.